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Gonzales Gardens Public Housing Community Analysis and Intervention Proposal

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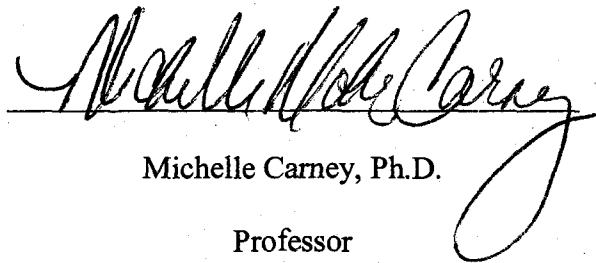
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April 9, 1999



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The Certified Public Manager Project
Gonzales Gardens Public Housing Community Analysis and Intervention Proposal

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Project Goal

This intervention proposal paper focuses on the Gonzales Gardens Housing Area in Columbia, South Carolina. The purpose of this proposal is to fund an on-site program for persons with alcohol related problems specifically adult males who reside at Gonzales Gardens Housing Area. A community analysis was completed assessing the strengths, weaknesses and needs for this community. This analysis revealed the need for an on-site program for persons with alcohol problems. It was found the target population is in need of an on-site program to help them recover from their problems.

The problem statement discusses the community and the problem of alcohol abuse. Explanation is given why this particular problem was chosen. A cause analysis statement follows giving information and a project description. The goals and objectives section will address the solution to the problem by addressing goals and objectives for outcomes. The implementation plan discusses how the goals and objectives will be accomplished. The evaluation method evaluates the proposal idea. The budget briefly describes the anticipated cost of the project. In the conclusive remarks you will encounter the expected impact on Gonzales Gardens Housing Area.

Problem Statement

The subject community is Gonzales Gardens Public Housing. These apartments are located within the city limits of Columbia, South Carolina. Forest Drive borders the apartments on the north, Lyon Street on the west, McDuffie Avenue on the east and Lenox Street on the south. There are 649 occupants: 225 males and 424 females. The community is predominately African-American. There are only 17 white tenants (Columbia Housing Authority, 1998).

This community has a strong sense of identity. Most of the occupants have children. They are very family oriented. Everyone watches out for his neighbor. They are willing to help each other even though their resources are limited.

Gonzales Gardens has been in existence since the early 1940's. During World War II the Columbia housing authority made available one hundred apartments to non-commissioned officer's families stationed at Fort Jackson to support the war effort. Currently there are 280 units being used for low-income families (Columbia Housing Authority, 1995).

The average educational level for the occupants is ninth grade. Most of the people that live there are unskilled individuals who routinely hold minimum wage jobs. The average income is \$6,241. All households are below the poverty line (Columbia Housing Authority, 1998).

The social problem selected is alcohol abuse among the adult males in the community. The agency will be supportive of this project by recruiting adult males with alcohol problems to participate in this program. Of the 225 males, it is estimated that at least 112 or fifty percent have an alcohol problem (Hines, Lisa, 1998). This problem was

selected because of several reasons. All of the individuals interviewed voiced alcohol abuse as a major concern. The social worker at the on-site health clinic stated that occupants would participate in a program if it were easily accessible to them. Most of the potential clients are older, do not have transportation and do not work.

Cause Analysis

Alcohol addiction is experienced by at least 112 people (Hines, Lisa, 1998). Alcohol abuse is defined as a growing problem and is found in predominately the adult male African-American population of Gonzales Gardens Housing Area. Over the past five years, the problem has worsened and the reason for this is that jobs have been scarce for this population and motivation to seek rehabilitation has not been there.

The causes of this problem are complex. The major cause of this problem on the local level is lack of motivation, no aftercare follow up when detoxification process is completed and lack of job opportunities.

Others affected by this problem are the residents of Gonzales Gardens community, specifically the youth. These men hanging out around the buildings and in the parking lots often influence them. They are not good role models for these young people. The consequence of not addressing this problem is that the young people are growing up thinking this behavior is acceptable and that no one cares enough to help. The benefits of addressing this problem are that the young people will see that the community cares and is providing programs to help these people. Another benefit is for the men themselves. To help them combat their alcohol problem is not only healthy for the individual but also mentally will help the individual be more productive, more self-sufficient and build a better sense of self-esteem.

Barriers to services are lack of participation, lack of funds, and lack of motivation to seek help.

Based on research in the field, consideration of barriers and experience, the most promising approach for this community may be to provide an on-site program that will not only provide individual and group counseling to keep the individuals alcohol free but also to provide a program that will incorporate work task around the community. This will first of all give the individual something to do with their time. Second, it will help to build self-confidence, self-esteem, and to feel that they are contributing to their community. The sense of self-worth that an individual will gain will be phenomenal in helping to combat their alcohol problem. See Appendix for community data.

Goals and Objectives

The goal for this project is to reduce alcohol abuse among the adult males at Gonzales Gardens Housing Area.

Process Objective 1: Form a collaborative effort of five individuals from the Palmetto Baptist Health Clinic, Columbia Housing Authority, and the community to head program implementation by January 1999.

Outcome Objective 2: 75% of 112 adult male clients who are currently abusing alcohol will engage in individual and group counseling twice a week for a period of one year beginning March 1, 1999.

Outcome Objective 3: All of the individuals involved will actively participate in the work/task force at least three days a week for a period of not less than one year beginning March 1, 1999.

Outcome Objective 4: At least 50% of the program participants will abstain from alcohol use six months following the start of the program.

Implementation Plan

This section will outline the plan for accomplishing the goals and objectives. The goal is to eliminate alcohol abuse among the adult males at Gonzales Gardens Housing Area. To accomplish this goal a program will be established to provide on-site counseling together with a work/task force for the involved individuals.

The first objective is to form a collaborative effort with Palmetto Baptist Health Clinic, Columbia Housing Authority and residents of the community to head program implementation. The following steps will be necessary to get the project underway.

- Appoint one individual from Palmetto Baptist Health Center, one individual from Columbia Housing Authority and three individuals from the Gonzales Gardens community to form a committee to be responsible for the following:

- Site selection
- Hiring of counselor
- Special equipment
- Product/material development
- Interagency agreements and collaboration plans
- Community involvement and linkage

The completion date will be January 10, 1999 for appointments to be made. The proposal writer will make these appointments. The indication of successful completion is to have each individual to commit to serve.

The second objective is for 75% of 112 adult males who are currently abusing alcohol to engage in individual and group counseling twice a week for a period of one year beginning March 1, 1999

They will first have to be assessed to determine their initial need for in-patient detox. If this is the case the local alcohol/drug abuse facility through the local mental health center will be accessed. Upon completion of detox, if that is necessary, the client will participate in individual counseling three times a week for one hour sessions and group sessions four times a week. There is no specific completion date for this task as this will be an ongoing process for each individual. The measure of success will be attendance data.

Objective three is for all of the individuals involved to actively participate in the work/task force program. They will be required to work at least three mornings a week (more if they wish) at a job that has been mutually agreed upon between the client and counselor. This task will be ongoing and success will be measured by participation in the program. There will be client/counselor interaction to measure job satisfaction.

Objective four is for at least 50% of the program participants to abstain from alcohol use six months following the start of the program. Random screens will be mandatory.

Completion of the program will serve as a measure for success. Clients that participate and successfully complete will be proof that the program is useful and necessary.

Following is a time line to explain when activity will begin and the schedule of events.

Table 1

Time line

Activity	Time
Hire Staff	January 10 – February 10, 1999
Train Staff	February 10 – February 20, 1999
Develop curriculum	February 1 – February 28, 1999
Program Start-up	March 1, 1999
Collection of data	March 1, 1999 – ongoing
Conduct Evaluation	March 1, 1999 – March 1, 2000

Table 2

Simplified Line-Item Budget

Budget Category	Total Budget Request (in dollars)
<hr/>	
Personnel	\$30,000
Supplies/Materials	15,000
Printing	<u>6,000</u>
Project Total	\$51,000

The facility will be shared with Palmetto Baptist Health Clinic at no cost.

Columbia Housing Authority provides this apartment free of charge.

Evaluation Method

The purpose of the evaluation will be to determine the success of this on-site, work/task force, alcohol abuse project among the adult male population at Gonzales Gardens Housing Area. This project is expected to help at least 50% of program participants to eliminate alcohol in their daily lives six months following the start of their program.. Success will be measured according to their ability to remain sober on an ongoing basis.. The types of data to be used for measurement will be:

- Number of clients served
- Demographic profile of clients
- Length of client involvement with agency
- Client satisfaction with service
- Pieces of materials distributed
- Client demand for service
- Change in clients' behavior, knowledge, and attitudes
- Client assessment of change in self
- Community perception of service
- Staff perception of service

The data sources that will be used are as follows:

- Agency records
- Progress reports
- Time allocation records
- Agenda and minutes of meetings
- Activity schedules

- Staff notes and documentation of role plays, observations

The counselor will conduct data collection and sampling procedures.

There will be random alcohol screens done on a weekly basis. There will be close supervision of participants. If individuals test positive for alcohol they will be required to increase counseling to four days a week. All data will be used collectively to determine the success of the program. All records will be secured to protect client confidentiality.

The counselor on a semiannual basis will compile all data for a period of five years. A formal report will be submitted each August and March to keep the funding agency apprised of the project's activities and accomplishments.

Conclusion

For Gonzales Gardens Housing Area to be an alcohol free community would enhance the safety of the area. To be able to rehabilitate the adult males from alcohol dependency would give a better quality of life not only for the subjects but also for all of the residents. Specifically the bad influence of people hanging out would be eradicated thus helping to serve as role models for the youth. The community would be greatly impacted by the landscaping provided by the participants of the project. Their self-esteem would be greatly enhanced plus it would help them feel good about their accomplishments. While crime is not a major problem in this area, this project would help keep crime at a minimum..

Appendix

SUMMARY OF RESULTS OF THE COMMUNITY PROFILE

Population

Sources of Data:

Studemeyer, Nancy. Public Relations for The Columbia Housing Authority,
October 1998

Results of the Data:

- 649 tenants
- 15 two parent families
- 238 female single household (86.5%)
- 22 male single household (8.0%)
- Predominately African-American population
 - 632 Black tenants
 - 17 White tenants
- Predominately Baptist religious affiliations
- Majority were born in United States
- 225 males
- 424 females
- Age 0-6 140
- Age 7-12 123
- Age 13-17 62
- Age 18 - up 324
- Age 71 - up 27

Resources and Strengths and Barriers and Needs will be discussed in later sections.

This information is mostly numbers that portray the makeup of the population. This information does not reflect any resources, strengths, barriers or needs.

Sense of Identity and Belonging

Sources of Data:

Female tenant. Personal communication, October 1998.
Harrison, Rhodesha. Gonzales Gardens Day Care Center, October 1998.
Hines, Lisa. Personal communication, Social Worker, October 1998.
Williams, Tommae. Personal communication, October 1998.

Results of the Data:

It was the consensus of all of the people interviewed that this community had a strong

sense of family. Everyone watches out for his neighbor. One interviewee stated that if she knows of someone needing food she would give what she has and/or tap resources to help the person in need. Because there is very little turnover of tenants it was generally felt that this helped to contribute to a better sense of family. People get to know their neighbors and feel a sense of obligation to each other. Gonzales Gardens has an on-site day care. It has 80 fulltime students and 30 after school slots. It is opened from 6:30 a.m. – 5:30 p.m. They accept ABC voucher payments from Department of Social Services. According to Rhodesha Harrison more day care is needed either by enlarging the present day care or having others within walking distance.

Resources and Strengths:

- Community Club which meets on a monthly basis
- Bible study for children and adults
- People are neighborly and watch out for each other

Barriers and Needs:

- Lack of participation in community activities
- Some young mothers not willing to give back to the community

History of the Area

Sources of Data:

Columbia Housing Authority. Annual report, 1995.
The Columbia Housing Authority. Residents newsletter, volume 6, no. 3, May/June 1997.

Results of the Data:

Fifty three years ago the Columbia Housing Authority played a part in supporting the United States' World War II military efforts here in the Midlands. During the war the Authority made 100 apartments at Gonzales Gardens available to non-commissioned officer's families stationed at Fort Jackson. In May 1942 in further support of the war

effort, construction began on 44 additional apartments at Gonzales Gardens. They were opened for occupancy in the fall of that year. In the early 1940's, Gonzales Gardens was a location for meetings of those actively supporting the United States war effort in World War II. Currently there are 280 units being used for housing for low-income families (Columbia Housing Authority, 1995).

On April 3, 1997, Cardinal Joseph Bernadin, Archbishop of Chicago was inducted into the Columbia Housing Authority's Wall of Fame. Cardinal Bernadin was a former resident of Gonzales Gardens. Cardinal Bernadin passed away in November of 1996 so he was inducted posthumously. His award was accepted by his sister, Elaine Addison. He and his family lived in Gonzales for at least ten years (The Columbia Housing Authority, 1997).

Resources and Strengths: Columbia Housing Authority was able to use Gonzales Gardens to aid the military in a time of need during World War II. Likewise, today Gonzales Gardens are being used for a special need to provide low income housing to those who are in need of shelter.

Cardinal Bernadin is certainly a testimony to the fact that even though one may have a meager upbringing, success comes through caring and hard work.

Barriers and Needs: Certainly this community can use people who are committed to caring and to helping those in need

Local Economics and Business

Sources of Data:

Williams, Tommae. Personal communication, October 1998.
 Studemeyer, Nancy. Public Relations for the Columbia Housing Authority,
 October 1998.

Results of the Data:

Percentage of labor force employed and unemployed for this area is limited. Statistics kept at the Columbia Housing Authority stated that at Gonzales Gardens approximately 96 people are wage earners. The statistic also showed 38 members with employers. I was unable to determine the difference there. The records indicated there are 68 persons on AFDC. This information was as of February 11, 1998.

Most of the people that live at Gonzales Gardens are unskilled individuals who routinely hold minimum wage jobs. Some are certified nurses assistants, some work at fast food restaurants. The 68 persons listed above receiving assistant's payments are either going to school or working in a job in order to receive benefits.

Common working hours for these residents vary widely. The majority of the employed workday time hours..

Because of the central location of Gonzales Gardens it is relatively easy for residents to utilize public transportation. This is helpful in seeking employment away from the housing area. Many opportunities exist, however, within a five mile radius of this complex. The following is just a sampling of possible job opportunities near this area:

Resources and Strengths:

- hospitals
- fast food restaurants
- nursing homes
- laundry/cleaners
- beauty/barber shops
- grocery stores
- colleges
- banks
- auto repair shops

Barriers and Needs:

The most important barrier is lack of job skills.

The needs would be more opportunities for obtaining job skills.

Income

Sources of Data:

Studemeyer, Nancy. Public Relations for The Columbia Housing Authority, October, 1998.

Results of the Data:

- Average annual income is \$6,241
- 68 families receiving public assistance
- All households below the poverty line

Resources and Strengths:

- Average monthly rent is \$134

Barriers and Needs:

- Better pay
- Lack of jobs

Housing

Sources of Data:

Studemeyer, Nancy. Public Relations for The Columbia Housing Authority, October 1998.

Results of the Data:

- Public housing
- 280 units
- 29 buildings
- 96 one bedroom units
- 112 two bedroom units
- 64 three bedroom units
- 8 four bedroom units
- 275 units occupied
- 8 units vacant

Resources and Strengths:

The Occupancy Department of the Columbia Housing Authority determines the eligibility of interested applicants. To apply a person must complete a pre-application card at 1917 Harden Street, Columbia, South Carolina. In determining an applicant's suitability for housing, the following factors are considered: previous housing record, family size, annual income, demonstrated financial responsibility, ability to control children, respect for other's property and prior criminal record. After the pre-application is received, the applicants are sent a letter concerning their tentative eligibility.

Barriers and Needs:

The average waiting period for housing is twelve months to two years. There is a great need for more public housing.

Geography and Environmental Influences

Sources of Data:

Female tenant. Personal communication, October 1998.
Williams, Tommae. Personal communication, October 1998.

Results of the Data:

Because this housing complex is centrally located within the city limits, there is easy access to schools, hospitals, parks, places of employment, shopping, restaurants, movies, colleges and other neighborhoods. The churches not only serve a spiritual purpose, but also provides for fellowship and counseling services. They provide services to the poor, children and the elderly. The adults serve as role models for the children. The church provides social interaction for the Gonzales Gardens community with Bible studies, prayer services and worship services. They provide many activities throughout the year.

Resources and Strengths:

- Public transportation
- Some residents have private vehicles

- Churches in immediate area
 - Bethlehem Baptist Church
 - Friendship Baptist Church
 - Bethel Holiness Church
 - First Nazareth Baptist Church

Barriers and Needs:

- A lack of private transportation
- Time associated with the use of public transportation
- Lack of participation in the community
-

Information Sources

Sources of Data:

Greater Columbia White and Yellow Pages. BellSouth advertising & publishing corporation, February 1998.

Results of the Data:

There are numerous television, radio stations, and newspapers in the Columbia area.

Resources and Strengths:

All of the above listed are resources for this community.

Ms. Tommae Williams is a long time resident and Community Club President at Gonzales Gardens. She is very active as a community leader in her neighborhood. She is a spokesperson for various segments of her community.

Barriers and Needs:

There is a need in the community to have more participation in the community activities.

Public Safety and Justice System

Sources of Data:

Cardwell, Jerome. Personal communication, Director of Koban, Inc., October 1998.

Williams, Tommae. Personal communication, October 1998.

Hines, Lisa. Personal communication. Social Worker, October 1998.

Results of the Data:

The City of Columbia Police Department sponsors and oversees the daily activity of Koban, Inc. Koban is a Japanese term meaning “mini-station.” The Koban is an on-site innovative community-based and problem-oriented police unit which serves as a “safe haven” for youth and a work station established as an environment to enhance social and education services to the community. Police Officers provide quick emergency responses, and address early signs of youth becoming involved in criminal or disruptive behavior. Police undertake problem-oriented policing. The idea is not to react to crime after it occurs, but to prevent crime by dealing with the causes. Officers are friends and neighbors to residents. They make home visits, give tips on crime prevention, serve as a communication link to the community, work closely with the civilian program director and mentor neighborhood youth as big brothers and big sisters.

The goals for Koban are to reduce crime, drugs, gangs, violence, and welfare dependency within the community, to increase school attendance, employability, family stability and economic development in the community and to improve visibility and the relationship in the community-oriented policing and problem solving methods. They are open from 10:00 a.m. to 6:30 p.m. during the school term and 8:30 a.m. to 5:30 p.m. during school breaks and summer months.

According to the interviews with residents Koban and the police presence has made Gonzales Gardens a safer place to live. They feel crime is at a minimal level. They report that police protection is welcomed in their community.

Resources and Strength:

The Koban Program is an excellent strength and resource for the residents of Gonzales Gardens. Their mission is to promote and/or enhance conditions that result in an improved quality of life for youth and families.

Barriers and Needs:

Money is always a barrier and need. The Koban Program can use more funds. Longer hours for the program would benefit youth and families especially in the summer months when children are out of school.

Educational Facilities and Programs

Sources of Data:

<http://www.columbiasouthcarolina.com/government.html>

Williams, Tommae. Personal communication, October 1998.

Studemeyer, Nancy. Public Relations for The Columbia Housing Authority, October 1998.

Results of the Data:

Richland County is divided into seven school clusters composed of five districts.

- Richland One
- Richland Two
- Fort Jackson
- Lexington County
- Lexington/Richland Five

Gonzales Gardens is in Cluster 5 (see cluster map in the Appendices). Schools that accomodate the students at Gonzales Gardens are:

- Lyon Street Elementary
- Crayton Middle School
- A.C. Flora High School

Richland One does not provide bilingual programs. All students are provided specialized programs congruent with the child's special needs.

Gonzales Gardens is located within a two mile radius of several colleges.

- Benedict College

- Allen University
- University of South Carolina
- Midlands Technical College is approximately five miles away.

Resources and Strength:

The Columbia Housing Authority sponsors a “Reward for Educational Achievement and College Training Program” to reward students and parents alike for success in school. Any resident who is listed on a valid lease is eligible to participate in the program. There are six programs that reward students in various amounts of money for achieving certain levels of education. The Columbia Housing Authority also sponsors the “Out of School Suspension Program” (OSSP) which provides an academic environment in which children can continue to learn while they are suspended from school. They operate three OSSPs at Cecil A. Tillis Family Life Center, Latimer Manor Community Center and Lower Richland Community Center.

Barriers and Needs:

One barrier is lack of motivation of individuals to stay in school. Programs such as Koban and other activities geared by the Housing Authority work to motivate residents to continue and/or complete their education. Ms. Williams voiced a concern that school officials in the schools were not as sensitive as they should be. She quoted young, inexperienced teachers as not wanting to deal with the problems the children have. Often the children are suspended because of their behavior when in fact they could better be served by staying in school for discipline rather than being sent home. While the Columbia Housing Authority provides the OSSP program, lack of transportation is often a problem.

Local Politics

Sources of Data:

<http://www.columbiasouthcarolina.com/government.html>, October 1998.

Results of the Data:

Columbia has a Council-Manager form of government under which voters choose a mayor and six city councilmen in April elections during each even-numbered year.

Terms of office are four years with council members and mayor serving staggered terms.

The City Manager, appointed by the Council, is the city's chief administrator and is primarily responsible for the efficient operation of the city government

(<http://www.columbiasouthcarolina.com/government.html>, 1998).

Resources and Strengths:

I was unable to gather information as to how many residents at Gonzales Gardens were registered to vote. I did not question feelings on current issues or anything controversial.

Barriers and Needs: Unknown

Health and Welfare Service System

Sources of Data:

Hines, Lisa. Personal communication, Social Worker, October 1998.

Williams, Tommae. Personal communication, October 1998

Results of the Data: There are three major hospitals within a five mile radius of

Gonzales Gardens Housing Area.

- Palmetto Richland Memorial Hospital
- Palmetto Baptist Medical Center
- Providence Hospital

The Richland County Health Department is within a one mile radius.

Palmetto Baptist Medical Center sponsors a health clinic on-site at Gonzales Gardens to

all the residents. It is a partnership between Palmetto Baptist Medical Center, Eau Claire Health Cooperative Health Centers, and the Columbia Housing Authority. Patients are treated regardless of their ability to pay. They do, however, accept Medicaid, Medicare and other insurance. Currently they serve 150 patients a month at the Gonzales Gardens site. They hope to reach their capacity of 250 patients in the near future. This clinic also sponsors a seventeen row vegetable garden for the residents.

Resources and Strengths: As stated above this on-site clinic is a strong resource.

According to my personal interview with Ms. Williams this program is much needed and she feels like this service is of particular importance to the older adults residents. She states however, that the young children also benefit from this program.

Barriers and Needs: The greatest need expressed by the social worker and residents was the need for on-site alcohol/drug abuse counseling. They stated that alcohol is a problem especially among the older adults there. It is felt that residents would seek the services if on-site. They felt that one reason people were reluctant to seek help in town was the stigma attached to having people see them going to perhaps the mental health clinics or other alcohol related programs. They felt that if a counselor was there at the clinic or in another space at Gonzales Gardens that residents would seek out and participate.

Major Problems and Concerns of the Community

Sources of Data:

Cardwell, Jerome. Personal communication, Director of Koban, Inc., October 1998.

Female tenant. Personal communication, October 1998.

Glazer, Bryan. Personal communication, Manager of Gonzales Gardens, October 1998.

Hines, Lisa. Personal communication, Social Worker, October 1998.

Harrison, Rhodesha. Gonzales Gardens Daycare Center, October 1998.

Studemeyer, Nancy. Public relations for The Columbia Housing Authority, October 1998.

Williams, Tommae. Personal communication, October 1998.

Results of the Data:

Overall the consensus of the people I spoke with feel that drugs and alcohol pose a major problem at Gonzales Gardens. There were concerns that the young people need mentors and activities that will steer them away from drugs and alcohol. Each individual interviewed felt that police protection is adequate and that the Koban Program certainly has helped the crime rate. It is providing much needed support for the youth in the area.

Columbia Housing Authority has a variety of programs aimed at providing activities to help the residents better themselves as well as to help them have a better standard of living.

The Department of Social Services have resources that help with food, clothing and shelter needs as well as health care. The one disadvantage is that not all of the individuals qualify for services. Some choose not to seek help from them.

The major concerns in the community are:

- Lack of on-site alcohol/drug counseling
- Poverty
- Lack of jobs
- Lack of job skills
- On-site police sub-station
- Lack of above minimum wage jobs
- More day care facilities
- Mentors for youth
- Lack of public housing
- Building renovations
- Parking problems
- Grounds maintenance
- Lease violators
- Reputation/stigma that surrounds the community
- More community participation

- Experienced caring teachers

Resources and Strengths:

- Sense of family
- Resourceful
- Churches
- Low crime
- Schools
- Koban, Inc.
- Programs provided by CHA
- Gonzales Gardens Day Care Center
- Public transportation
- Low rent
- Central location
- News media i.e. TV, radio, newspapers
- Health clinic
- Department of Social Services

Barriers and Needs:

- Resistance to using resources
- Lack of motivation
- Mentors for youth

References

Columbia Housing Authority (1995). Annual report.

Columbia Housing Authority (1998). Statistical office printout.

Hines, Lisa (1998). Personal communication, social worker.